

## The study of human resource management processes in the public sector of the Republic of Kyrgyzstan

### **Description**

The report contains brief summary, conclusions and recommendations based on the results of a study of the level of maturity of HR processes, the readiness of the HR system for crises and the level of digital culture in the state bodies of the Kyrgyz Republic. In addition, the influence of factors on the efficiency of the organization and its attractiveness as an employer was analyzed. The main results are important strategic information for making managerial decisions to improve the personnel management of public service bodies.

### **Research methodology**

The study is based on a comprehensive methodology for assessing the maturity of HR processes from the point of view of the manager, employee and employee of the HR service. The key indicator for determining the maturity of HR processes is employee engagement, since this indicator includes all the main HR processes that help create working conditions for effective work and the formation of an environment in which employees make significant efforts to achieve results. The study covered 23 organizations. However, only 13 government agencies were able to recruit the required number of respondents for the representativeness of the survey data. The general population of employees, according to the provided summary data from representatives of the State Agency for Civil Service and Local Self-Government Affairs under the Cabinet of Ministers of the Kyrgyz Republic (hereinafter referred to as the Agency), amounted to 9849 people. The study sample consisted of 2037 people from among the employees of state bodies of the Kyrgyz Republic. The data was collected using 3 types of target group questionnaires and structured in-depth interviews with representatives of the staff of state bodies of the Kyrgyz Republic. Methods of expert assessments, comparative, correlation, factor analysis were also used. According to the Cronbach's Alpha employee engagement survey, the questionnaire is 0.812.

### **Recommendations**

1. It is necessary to develop strategic human resource management.
2. It is necessary to organize systematic training of personnel officers in modern standards in the field of human resource management.
3. It is important to increase the qualification requirements for personnel officers, including the requirement for diplomas and certification in the field of human resource management.
4. It is necessary to introduce leadership development programs for managers, which should include modern personnel management practices.
5. It is important to raise the status of a civil servant, to improve the image of a government agency as an employer, build an EVP in order to retain and attract talented professionals, especially young people.

The study was conducted by an expert in the field of personnel management Sandugash Iskandirova with the support of the Agency.